CONTENTS

ACKNOWLEDGMENTS	i
EXECUTIVE SUMMARY	iii
CHAPTER 1. INTRODUCTION	1-1
Previous Phases	1-1
Phase III	1-1
Relation to Other Projects	1-2
Report Organization	1-3
CHAPTER 2. METHODOLOGY	2-1
Principles and Goals	2-1
Processes	2-4
CHAPTER 3. ORGANIZATIONAL CULTURE	3-1
Preserving Strengths	3-1
Healthy Attitudes Toward Safety	3-2
Reporting Safety Incidents	3-7
Accountability	3-22
Safety for All Firefighters at Federal Fires	3-32
Rebuilding Experience Levels	3-35
Integrity of Certification and Qualification System	3-60
Interpersonal Communications	3-70
Dispatchers	3-85
Equipment and Personal Protective Gear	3-86
Transportation	3-99
Summary	3-106
CHAPTER 4. LEADERSHIP AND FIRE MANAGEMENT	4-1
Fire Management Policy	4-2
Strategy and Tactics	4-11
Leadership Experience and Competence	4-24
Safety Officers	4-35
Appropriate Use of Various Crew Types	4-38
Further Improve Intergovernmental Cooperation	4-43
Summary	4-50

CHAPTER 5. HUMAN AND PSYCHOLOGICAL FACTORS (INCLUDING	
TRAINING)	5-1
Self-Image and Self-Assurance	5-1
Professionalism/Professional Image	5-5
Substance Abuse	5-15
Situational Awareness	5-17
Training	5-22
Individual Action in Emergencies	5-49
Decision-making Under Stress	5-52
Fatigue	5-58
Information Overload	5-64
Physical Fitness	5-66
Crew Dynamics	5-70
Summary	5-83
CHAPTER 6. EXTERNAL INFLUENCES ON SAFETY	6-1
Public Fire Safety Education	6-1
Fire Program Budgets	6-6
Fuel Build-up	6-11
Summary	6-15
CHAPTER 7. SUMMARY AND STEPS FOR GOING FORWARD	7-1
Setting Priorities	7-2
Developing an Assignment Matrix	7-3
Appointing a "Hound Dog" or "Champion"	7-4
Dissemination of Study Results	7-4
Integration of Management and Workforce	7-6
Personal Actions by Fire Directors and Other Top Management	7-7
Tracking and Evaluation	7-8
Concluding Remarks	7-9
APPENDIX A. CENTER FOR LESSONS LEARNED	A-1
APPENDIX B. ON-THE-JOB TRAINING	B-1
APPENDIX C. DECISION SKILLS TRAINING	C-1